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# SPECIAL RATE VARIATION COMMUNITY ENGAGEMENT PLAN

UPPER LACHLAN SHIRE COUNCIL

OCTOBER 2023

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## DOCUMENT CONTROL

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## 1. INTRODUCTION

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The SRV Community Engagement Plan provides the framework within which Council will engage with its community regarding ensuring that Council remains financially sustainable to continue to provide services and infrastructure in the future.

The assessment of Council's financial sustainability concluded that based on the independent financial forecast of Council's operating result, cash availability and the required investment in assets, Council is not financially sustainable under the current financial settings. Council will not be able to sustain current service levels and the associated asset maintenance and renewal expenditure requirements.

The review provided several recommendations which Council will be implementing over a period of time. However, the review indicated that to remain financially sustainable, including ensuring that Council has the necessary unrestricted cash to continue to operate, Council needs to take immediate action to increase the cash being generated from operations within the General Fund. The main source of revenue that Council can influence in the General Fund is the general rate.

In NSW income from rates is capped each year by the Independent Pricing and Regulatory Tribunal (IPART). The mechanism by which a council can increase the rates by more than the rating cap is through a Special Rate Variation Application (SRV).

For Council to consider the potential preparation of an Application for an SRV in 2024/25 it must be demonstrated that the Council's Community Engagement Plan for the proposed SRV demonstrates an appropriate variety of engagement methods to ensure community awareness and input occurred.

This document sets out the levels and methods of engagement that Council will undertake regarding the proposed SRV.

## 2. KEY PURPOSE OF THE ENGAGEMENT

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Council is proposing to apply to IPART for Special Rate Variation to commence from 2024/25. As part of its application Council needs to demonstrate that it has taken the necessary steps to ensure community awareness and engagement regarding the Special Rate Variation.

Council needs to ensure that the community has adequate opportunities to consider the proposed SRV increase, to provide feedback to the Council and for the council to consider this feedback. The nature and extent of consultation should be appropriate, proportionate, and tailored to the purpose, extent and magnitude of the proposed increase, and the ratepayers who will primarily be affected.

Council needs to demonstrate that:

- it has clearly communicated the full impact of the proposed rate increases to ratepayers
- it has clearly articulated whether the SRV will result in either a temporary or permanent increase in the council's total income
- it has clearly communicated what the SRV would fund
- it has used an appropriate variety of engagement methods to ensure community awareness and input into the SRV process
- the community is aware of the need for and extent of the rate rise.

IPART will assess whether Council's consultation with ratepayers has been effective based on:

- the process the council used to consult with and engage the community about the proposed SRV, including its timeliness
- the content of the material used for consultation and its clarity



- whether an effective variety of engagement methods were used to reach as many ratepayers as possible across all relevant rating categories in order to ensure the community is aware of the need for, and extent of, the proposed rate increases
- whether the opportunities for input and feedback on the proposal made available to the community were effective
- the outcomes from consultation and any council response to community feedback
- how the IP&R documents set out the extent of the requested rate increases

### 3. WHAT IS COMMUNITY ENGAGEMENT?

Council is committed to our engagement practices of delivering communication aligned to the International Association of Public Participation (IAP2) principles of the Public Participation Spectrum.

The Table below outlines the different levels of input and influence the community may have over a particular project. For the purpose of the SRV Community Engagement Plan, Council will Inform, Consult and Involve the community members and identified stakeholders.

Increasing impact on the decision					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION AIM	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives opportunities and/ or solutions	To obtain public feedback on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public
PROMISE TO THE PUBLIC	We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will implement what you decide

The Community Engagement process will be based on the roles and responsibilities in the Table below:

Roles and Responsibilities	
Mayor and Councillors	Endorse Community Engagement Plan and participate in community meetings. Mayor will be spokesperson for media. Demonstrate commitment to community through effective engagement including listening to the concerns and feedback, liaison with community, collaboration, contribution to engagement and at the end of the day taking all views into consideration in making decisions for the best interests of the community.
Chief Executive Officer	Endorse Community Engagement Plan and participate in community meetings. In conjunction with the Mayor, the CEO will be spokesperson for media  Ensure compliance with legislative obligations, oversee adequate delegation and endorse initiatives that are appropriate and inclusive.
AEC Group – consultants to Council	Develop SRV options and rates modelling, SRV Fact Sheets and Financial Sustainability Report Key Findings. Support the Project Management of community engagement process and make a presentation and participate at community meetings.
Executive Management Team and Council Management	Project Management of community engagement process and participate in community meetings Brief Staff on SRV options and processes. Ensure planned processes are consistent, aligned with relevant regional, state and federal equivalents and delivered in alignment with Council's values. Report back on how data collected through engagement has influenced the decision. Regularly monitor and evaluate the effectiveness of processes.
Community	Openly and actively participate in a variety of engagement opportunities. Provide respectful contributions through various means to ensure the community's voice is heard in decision-making activities. Deliver feedback on practices or process where improvements are identified.

## 4. IDENTIFICATION OF STAKEHOLDERS

IAP2 considers the community to be any individual or group of individuals, organisation or political entity with an interest in the outcome of a decision – they are often referred to as stakeholders. They may be, or perceive that they may be, affected directly or indirectly by the outcome of the decision. Internal stakeholders (individuals who work for or with the decision-making organisation) are also part of the community and the community participation process should reflect their needs as well.

The Community, the Elected Representatives and Employees have been identified as stakeholders for the SRV Community Engagement Plan.

**Table 6-1 – Stakeholder Identification**

Stakeholder identification	
Community	The proposed SRV is a community wide issue and will impact the community directly. The impact may be through increased rates and/or changes to service levels.
Property Owners / Residential Ratepayers	The proposed SRV will impact them directly. The impact is through increased rates and/or changes to service levels.
Renters – various categories	The proposed SRV may impact them directly. The decision is for the property owner/landlord on whether they pass on the increase to renters. There may be impacts through increased rental and/or changes to service levels.
Property Owners / Business Ratepayers	The proposed SRV will impact them directly. The impact is through increased rates and/or changes to service levels.
Property Owners/ Farming Ratepayers	The proposed SRV will impact them directly. The impact is through increased rates and/or changes to service levels. This category reflects the highest proportion of general rates paid in the LGA.
Elected Representatives	Councillors are an important connection point/source with our community. The Councillors role is to represent the interests of the community members, and therefore the Councillors also need to understand the impact of proposed changes.
Employees	Employees in most instances are also residents of the region and as such, are an important connection with the community.

## 5. HOW AND WHEN WILL WE ENGAGE?

The SRV Community Engagement Action Plan below outlines actions and timeframes for engaging the community in the potential application for an SRV in 2024/25. SRV Community Engagement will close 15 November 2023 with further engagement on exhibition of LTFP, Asset Management Strategy and Workforce Plan in December 2023 – January 2024.

**Table 8-1 – SRV Community Engagement Plan**

Technique	Engagement Method	Timeframe
Inform	<b>Council Website</b> SRV Fact Sheets and Financial Sustainability Review Key Findings	25 October 2023 onwards
	<b>Community Meeting / Pop-Up Sessions</b> Two-hour session each at Bigga, Tuena, Taralga, Crookwell, Gunning, Collector	1 <sup>st</sup> November – 3 <sup>rd</sup> November 2023

	<p><b>Media</b></p> <p>Media release</p> <p>Local Newspaper Notices</p> <p>Local Radio media advertisements</p> <p>Mail out by post to all ratepayers</p> <p>Email sent direct to community groups</p> <p><b>Online Presentation</b></p> <p>Voice-over presentation</p> <p><b>Printed promotional material</b></p> <p>Fact Sheet, Letter, Newsletter</p> <p><b>Social Media</b></p>	<p>25 October 2023 onwards</p> <p>26 October 2023 onwards</p> <p>25 October 2023 onwards</p> <p>25 October 2023 onwards</p>
Consult	<p><b>Community Meeting / Pop-Up Sessions</b></p> <p>Two-hour session each at Bigga, Tuena, Taralga, Crookwell, Gunning, Collector</p> <p><b>Council Website</b></p> <p>Have Your Say – Online Survey</p> <p>On-line Submission form</p> <p>Written Submissions to Council email and Post Office box</p> <p><b>Hard copy survey at key Council locations</b></p>	<p>1<sup>st</sup> November – 3<sup>rd</sup> November 2023</p> <p>25 October 2023 onwards</p> <p>25 October 2023 onwards</p> <p>25 October 2023 onwards</p>
Involve	<p><b>Community Meeting / Pop-Up Sessions</b></p> <p>Two-hour session each at Bigga, Tuena, Taralga, Crookwell, Gunning, Collector</p> <p><b>Council Website</b></p> <p>Have Your Say – Online Survey</p> <p>On-line Submission form</p> <p>Written Submissions to Council email and Post Office box</p> <p><b>Hard copy survey at key Council locations</b></p>	<p>1<sup>st</sup> November – 3<sup>rd</sup> November 2023</p> <p>25 October 2023 onwards</p> <p>25 October 2023 onwards</p>
Collaborate	<p><b>Council Website</b></p> <p>Have Your Say – Online Survey</p> <p>On-line Submission form</p>	<p>25 October 2023 onwards</p> <p>25 October 2023 onwards</p>

	<p>Written Submissions to Council email and Post Office box</p> <p><b>Hard copy survey at key Council locations</b></p>	<p>25 October 2023 onwards</p>
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## 6. REPORTING BACK AND CLOSING THE LOOP

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After the community engagement is completed, Council will:

- Collate and analyse what the community told us
- Report back with results to the community
- Inform decision makers
- Inform the community of the decision
- Explain how the decision was made and the influence of community input
- Evaluate the engagement process

The outcome of the community engagement and subsequent relevant decisions will be communicated through a variety of methods including:

- Councillor briefings
- Facebook updates and information posted on Council's social media
- Website Updates
- Media Releases; and
- Reports to Council, including seeking endorsement for lodging an SRV application

## 7. EVALUATION

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To ensure the Community Engagement Strategy – Special Rate Variation is effective in achieving its objectives, a number of indicators will be used to measure success. Council will assess the following:

- Number of people who participated in each engagement pop-up and activity
- Number of enquiries and submissions received
- Social media engagement
- Traditional media coverage; and
- Number of email enquiries.



## 8. APPENDIX – KEY MESSAGES

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### Historical Performance

- Council has produced a consolidated net operating deficit (excluding capital grants) for the 2020/21 and 2021/22 financial years, with budgeted deficits to be produced for 2022/23 and 2023/24.
- The operating deficit is not due to sewer or waste services, but rather other services and infrastructure within the General Fund – see Table 2 below for the General Fund Income Statement. The revenue sources of the General Fund is predominantly funded by the general rate revenue, fees for services and operating grants.
- The operating deficits in the General Fund are not expected to be rectified without action to correct the net operating position – either through increasing the income or decreasing the expenses.
- A key expense item which has increased is depreciation, which has increased due to new and upgraded assets, as well as a general increase in the valuation of assets. Depreciation can not be reduced (not without disposing of assets) and the increase in depreciation indicates that the Council needs to plan for more costs in maintaining and renewing assets into the future.
- The key issue with producing operating deficits is that the Council is not able to produce sufficient cash to deliver the current services and producing enough surplus cash from operations to invest in the maintenance and renewal of public infrastructure and other assets necessary to provide the services. With operating deficits it is likely asset condition and performance will deteriorate, increasing the risk related to the failure of the asset or the performance of the asset.
- While the Council completed the 2021/22 financial year with in excess of \$31.3million in total cash and investments, the Council is anticipating a deteriorated cash position by the end of 2023/24 to a total of \$24.1million.
- The cash that Council holds at end of year must be restricted for quarantined purposes. Cash for external restrictions as at the end of the 2021/22 financial year was \$22.2M of the total 31.3million in cash and investments held by Council. External restrictions include developer contributions, water and sewer funds (that can not be used for any other purpose) and grant funding that is yet to be spent on the purpose the grant was provided for.
- In addition to external restrictions, Council must internally restrict cash for other commitments, such as employee leave entitlements, rehabilitation of gravel pits and landfill and prepayment of operating grants. The total of internal restrictions at the end of the 2021/22 financial year was \$9.0million.
- At the end of the 2021/22 financial year, after accounting for internal and external restrictions, there was only \$0.028million remaining in unrestricted cash. Unrestricted cash is important, as it is a key financial mitigation for unplanned events.
- When the cash position of Council was reviewed historically, it was also identified that the balances in the internal restrictions has been decreasing since 2017/18. That is, Council has not been producing sufficient cash since 2017/18 to maintain the restrictions, with progressive “draining” of the cash reserves. This has resulted in no cash in the reserves for building and infrastructure improvements, gravel pit restoration, land fill remediation, plant and vehicle replacement and state road works contingencies.
- The cash position of Council is considered to be a major concern, with a deterioration in recent years resulting in lack of cash to fund necessary reserves. This is a major risk and required urgent attention.

### Historical Investment in Assets

A review of the historical investment in assets has identified that while has spent \$73.3million over the past five years on capital expenditure, at an average of \$14.7million per year, The expenditure on renewal of assets is insufficient to match the rate of consumption (or depreciation) in the assets.

At the end of the 2021/22 financial year the council reported in the Report on Infrastructure Assets (a Schedule attached to the financial statements) an estimate of \$17.9million required to be spent on asset to bring the assets back to satisfactory standard. Furthermore, in the same report the Council reported significant percentage of assets in a poor or very poor state for buildings, stormwater and other space/recreational assets.

Upon further investigation into the current investment in the renewal of assets, AEC concluded that the Council required at least an additional annual investment of \$2million in the renewal of assets.

### Independent Forecast of Council's Financial Position

The operating deficit in the General Fund has deteriorated in recent years to an AEC estimate of approximately \$4.9 million as at end of 2023/24 - after separating waste into a separate fund - this could be considered as a "structural deficit" due to being recurrent in nature. This structural deficit in the General Fund is forecast to maintain steadily around an average of \$4.4 million deficit over the forecast period from 2024/25 to 2033/34.

While the consolidated position of Council shows sufficient cash being generated and total cash and investments remain steady from \$30.0 million to \$30.3 million across the 2024/25 to 2033/34 financial years, this is a result of cash surpluses generated in the Water Fund and Sewer Fund offset by a cash decline in the General Fund. General Fund cash is deteriorating from \$18.5 million in 2022/23 to negative position in 2033/34.

Deterioration of the cash position to an untenable position is despite an insufficient investment in renewal of assets that will also likely result in a general deterioration of assets and continue to increase the backlog in renewals.

The Council requires an urgent correction to the generation of cash from operations in the General Fund to maintain adequate cash reserves and to invest sufficient funds in the renewal and maintenance of the existing assets.

### Options Available

The Council has the following options available to correct the cash being generated from operations in the General Fund.

While a combination of the options is recommended, any combination will require an increase in the ordinary rates through a special rate variation, and will require a substantial increase in the 2024/25 financial year to address the urgency of correcting the cash position of the Council.

#### **1 Increasing ordinary rates through a special rate variation beginning in the 2024/25.**

Impact – if approved by IPART will result in a certain and immediate recurrent correction, greatest potential in terms of size of correction, places additional cost burden on ratepayers, requires substantial community engagement, cost to prepare and submit application to IPART as well as ongoing reporting requirements.

#### **2 Increase fees and charges on services (to achieve full cost recovery)**

Impact - certain and immediate recurrent correction, limited potential in terms of size of correction, may impact on demand for Council services, places additional cost burden on ratepayers.

#### **3 Realise operational efficiencies and productivity improvements**

Impact – less certain, realised over time, recurrent correction, limited potential in terms of size of correction, may require initial investment to achieve outcome, cost of service reviews, requires multi-year commitment to achieve, may involve shared arrangements.

#### **4 Reduce Range and/or Levels of Service**

Impact – Certain, realised over time, recurrent correction, cost of service reviews, limited potential in terms of size of correction, political/reputational risk due to reduced service provision, requires multi-year commitment to achieve.

#### **5 Sale of Surplus Assets to Reduce Debt Burden**

Impact – Somewhat certain, realised over time, correction over life of debt, cost of asset sale, political/reputational risk, limited potential in terms of size of correction.

## 6 Rationalisation of assets (dispose of assets, multiuse facilities)

Impact – Somewhat certain, realised over time, cost of asset sale, political/reputational risk, limited potential in terms of size of correction.

### Why Consider a Special Rate Variation?

Council has a very small rate base of 6,524 Rates Assessments, a low population base of 8,514, with a large geographical area of 7,127 square kilometres and large road network to service of over 2,000 kilometres. Improving the Council's financial sustainability to continue to deliver the existing services and infrastructure is critical. Council has forecast operational budget deficit results for the next ten years in the Long Term Financial Plan. NSW councils are experiencing large annual cost of living price escalations in operational activities costs which are outside of our control and exceed projected income and far exceed the annual rate peg. Examples include; Emergency Services Levy (ESL), audit fees, insurance and energy costs, materials/construction expenses, employee wages and superannuation cost increases and capital works project materials costs escalation experienced in the past three years are well above the CPI increases.

### What Increase is being proposed?

Council is presenting two special rate variation options to the community, plus the base case which relies on the rate peg set by IPART each year. The proposed increase would be permanently retained in the rates base.

Options Being Considered	2024/25	2025/26	2026/27	Cumulative
Base Case – Assumed Rate Peg Only	3.5%	2.5%	2.5%	8.74% (over three years)
Option 1 – One Year SRV (including rate peg)	55%	2.5%	2.5%	62.85% (over three years)
Option 2 – Three Year SRV (including rate peg)	35%	15%	5%	63.01% (over three years)

### What is a Special Rate Variation (SRV) and Rate-Pegging?

Rates increase every year in line with an amount set by State Government. This amount is calculated every year and is called the 'rates peg'. It is decided by the Independent Pricing and Regulatory Tribunal (IPART).

If a council's rate revenue is not enough to maintain service levels, it can apply to IPART to increase overall rate revenue by more than the rate peg. This is known as a Special Rate Variation (SRV). In order to apply for an SRV councils must demonstrate to the community and IPART that they need the money and have implemented improvements to be more efficient and productive.

### What Will Happen if SRV not Approved?

The Financial Sustainability Review has made clear to Council continuation of the current direction for Council's financial position is not an option. The operating position of the General Fund must be corrected, and corrected urgently to avoid cash reserves deteriorating. Council can not use cash in externally restricted reserve for General Fund purposes, and can not use reserves such as employee entitlements other than for the purpose the restriction is made for.

If the general rate is not approved to the level proposed, then the following will need to be considered:

- Further delayed asset renewals – this will only "kick the can" down the road for future Councils and community to consider even higher rate increases.

- Reduction in range of services and levels of service provided by Council, including stopping some services and significantly reducing the provision of other services.
- Stop all new and upgraded capital works until such time as the correction is achieved.
- Sell assets to pay down debt.
- Rationalise assets, including providing services from one location to service the whole council area.

Realistically, the above options will not achieve the required correction. Even with the above options implemented, the Council will only be delaying the decision to increase the rates to future Councils and likely to be even higher increases to the general rate.

What will the Average Rate be for each Category under each option?

Base Case	Average Land Value 2023/24	Average Rate 2023/24	Average Rate 2024/25	Average Rate 2025/26	Average Rate 2026/27
Farmland	\$1,439,898	\$2,023.78	\$2,094.61	\$2,146.97	\$2,200.65
Residential	\$202,152	\$644.99	\$667.57	\$684.26	\$701.36
Res Non Urban	\$344,607	\$782.78	\$810.17	\$830.43	\$851.19
Business Crookwell	\$116,827	\$1,024.82	\$1,060.69	\$1,087.21	\$1,114.39
Business Gunning	\$135,706	\$766.28	\$793.10	\$812.92	\$833.25
Business Taralga	\$178,270	\$792.33	\$820.06	\$840.57	\$861.58
Business General	\$394,936	\$6,710.22	\$6,945.08	\$7,118.70	\$7,296.67
Mining	\$323,000	\$2,160.52	\$2,236.14	\$2,292.04	\$2,349.34

Option 1 – One Year SRV	Average Land Value 2023/24	Average Rate 2023/24	2024/25	2025/26	2026/27
Farmland	\$1,439,898	\$2,023.78	\$3,136.85	\$3,215.27	\$3,295.65
Residential	\$202,152	\$644.99	\$999.74	\$1,024.73	\$1,050.35
Res Non Urban	\$344,607	\$782.78	\$1,213.30	\$1,243.63	\$1,274.73
Business Crookwell	\$116,827	\$1,024.82	\$1,588.47	\$1,628.18	\$1,668.89
Business Gunning	\$135,706	\$766.28	\$1,187.73	\$1,217.42	\$1,247.86
Business Taralga	\$178,270	\$792.33	\$1,228.11	\$1,258.82	\$1,290.29
Business General	\$394,936	\$6,710.22	\$10,400.84	\$10,660.86	\$10,927.38
Mining	\$323,000	\$2,160.52	\$3,348.80	\$3,432.52	\$3,518.34

Option 2 – Three Year SRV	Average Land Value 2023/24	Average Rate 2023/24	2024/25	2025/26	2026/27
Farmland	\$1,439,898	\$2,023.78	\$2,732.10	\$3,141.91	\$3,299.01
Residential	\$202,152	\$644.99	\$870.74	\$1,001.35	\$1,051.42
Res Non Urban	\$344,607	\$782.78	\$1,056.75	\$1,215.26	\$1,276.02
Business Crookwell	\$116,827	\$1,024.82	\$1,383.51	\$1,591.03	\$1,670.58
Business Gunning	\$135,706	\$766.28	\$1,034.47	\$1,189.64	\$1,249.13
Business Taralga	\$178,270	\$792.33	\$1,069.65	\$1,230.10	\$1,291.60
Business General	\$394,936	\$6,710.22	\$9,058.80	\$10,417.62	\$10,938.50
Mining	\$323,000	\$2,160.52	\$2,916.70	\$3,354.21	\$3,521.92

### What will the additional revenue from the SRV be used for?

The additional SRV funds will be used for:

- Increase in gravel resheet program asset renewal on the unsealed road network
- Increase in the reseal program asset renewal on the sealed road network
- Ensuring financial sustainability in the long term, with increased cash to fund delivery of current services
- Fast track asset class renewals by increasing renewals of Council stormwater drainage network and buildings

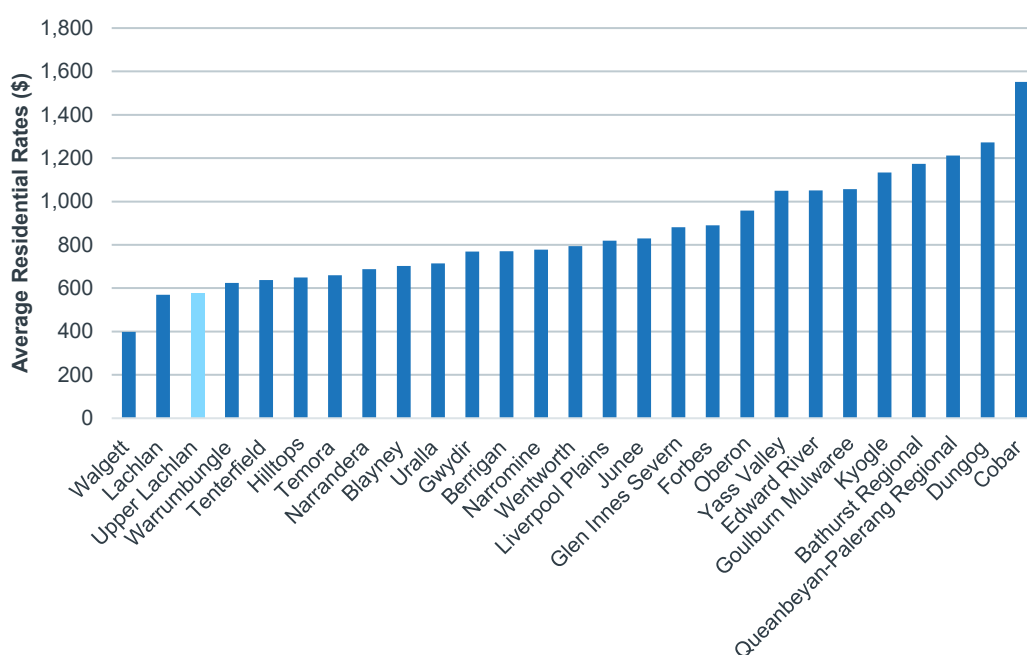
### How Does Upper Lachlan Shire Council General Rates compare to other similar sized Councils?

Based on the data made available by the Office of Local Government the following comparisons can be made benchmarking ULSC general rates to other similar Councils. The group of Councils is classified by Office of Local Government as Group 10 – Large Rural Agricultural Councils.

### Average Residential General Rate

ULSC has the third lowest average residential general rate at \$575 – which is \$246 below the average of Group 10 Councils.

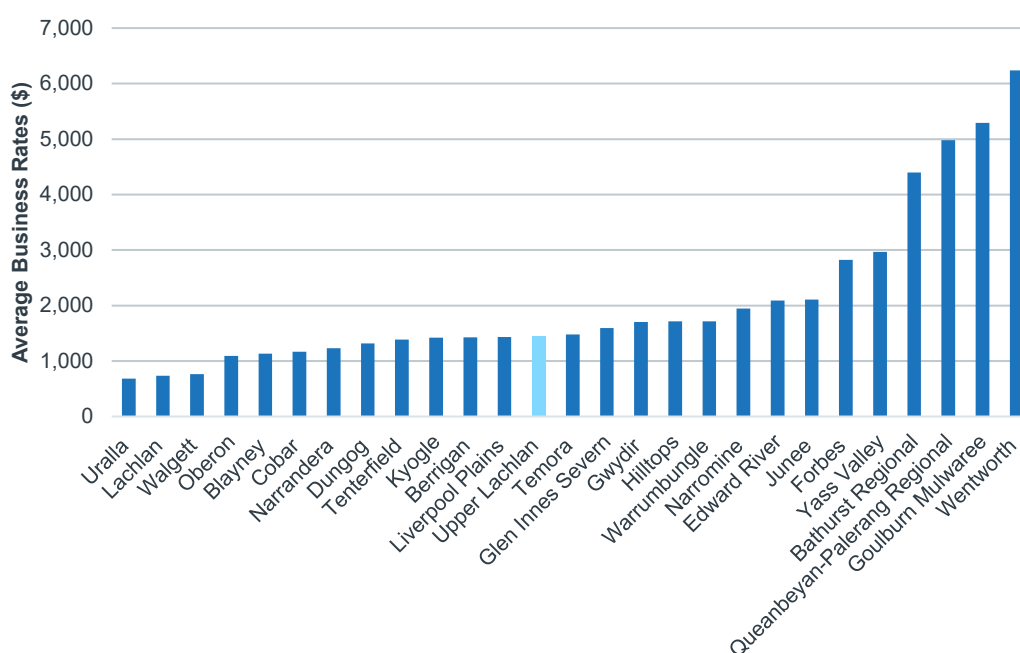
Residential Rate Category	2021/22 Average General Rate (\$)
<b>Group 10 Councils</b>	
Walgett	398
Lachlan	570
Upper Lachlan	575
Warrumbungle	625
Tenterfield	637
Temora	660
Narrandera	688
Blayney	702
Uralla	715
Gwydir	769
Berrigan	771
Narromine	778
Wentworth	793
Liverpool Plains	819
Junee	829
Glen Innes Severn	881
Forbes	890
Oberon	959
Edward River	1,051
Kyogle	1,134
Dungog	1,272
Cobar	1,552
<b>AVERAGE GROUP 10 Councils</b>	<b>821</b>
<b>Other Councils</b>	
Goulburn Mulwaree	1,057
Yass Valley	1,050
Hilltops	649
Bathurst	1,173
Queanbeyan Palerang	1,212



### Average Business General Rate

ULSC general rate for business properties is approximately in the middle of the Group 10 Councils at \$1,450 – which is \$229 below the average of Group 10 Councils.

Business Rate Category	2021/22 Average General Rate (\$)
<b>Group 10 Councils</b>	
Uralla	680
Lachlan	735
Walgett	766
Oberon	1,094
Blayney	1,134
Cobar	1,165
Narrandera	1,233
Dungog	1,319
Tenterfield	1,388
Kyogle	1,422
Berrigan	1,427
Liverpool Plains	1,433
Upper Lachlan	1,450
Temora	1,481
Glen Innes Severn	1,596
Gwydir	1,702
Warrumbungle	1,717
Narromine	1,948
Edward River	2,089
Junee	2,106
Forbes	2,823
Wentworth	6,237
<b>AVERAGE</b>	<b>1,679</b>
<b>Other Councils</b>	
Goulburn Mulwaree	5,294
Yass Valley	2,965
Hilltops	1,715
Bathurst	4,396
Queanbeyan Palerang	4,981





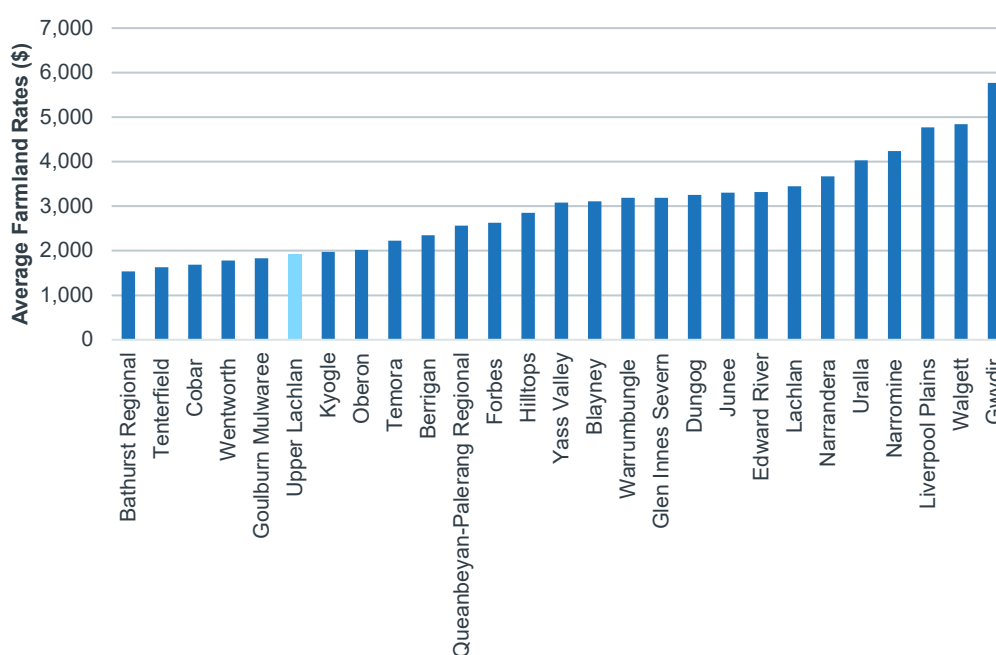
### Average Farmland General Rate

ULSC has the fourth lowest average farmland general rate at \$1,910 – which is \$1,196 below the average of Group 10 Councils.

Farmland Rate Category	2021/22 Average General Rate (\$)
<b>Group 10 Councils</b>	
Tenterfield	1,629
Cobar	1,683
Wentworth	1,777
Upper Lachlan	1,910
Kyogle	1,974
Oberon	2,019
Temora	2,228
Berrigan	2,351
Forbes	2,628
Blayney	3,110
Warrumbungle	3,186
Glen Innes Severn	3,189
Dungog	3,254
Junee	3,303
Edward River	3,319
Lachlan	3,449
Narrandera	3,669
Uralla	4,027
Narromine	4,235
Liverpool Plains	4,774
Walgett	4,840
Gwydir	5,771
<b>AVERAGE</b>	<b>3,106</b>

### Other Councils

Goulburn Mulwaree	1,831
Yass Valley	3,080
Hilltops	2,848
Bathurst	1,537
Queanbeyan Palerang	2,566



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OUTCOME DRIVEN

